



A SUMMARY OF HOW TO MEASURE NET PROMOTER SCORE® IN BRITISH COLUMBIA COMMUNITIES

INTRODUCTION

Over the past decade, there have been substantial shifts in tourism that have resulted in the growing importance of the delivery of outstanding travel experiences.

High satisfaction with travel experiences is critical to achieving increased visitor spending, longer stays, repeat visits and positive word-of-mouth referrals. And destination advocacy, either face-to-face or through electronic media, is critical in attracting first time visitors to British Columbia.

To address these shifts, a key goal of Destination BC's corporate strategy is for British Columbia to become the most highly recommended destination in North America. The Net Promoter Score® (NPS®)¹ measures the intention to recommend or refer a travel destination, and is also an indicator of overall satisfaction with the travel or customer experience.

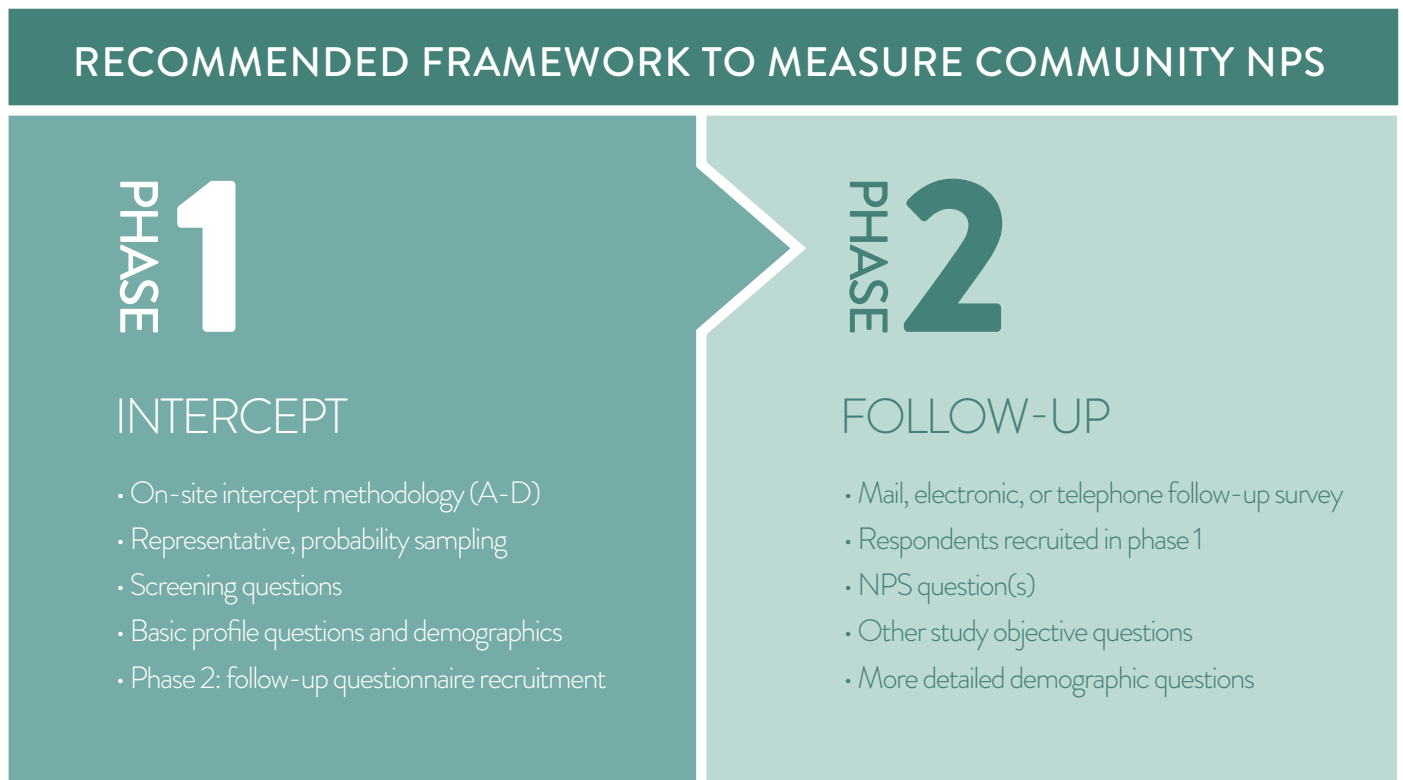
Satisfaction with the travel experience, and the intention to recommend, greatly increase the likelihood of a return visit to a destination. Therefore, Destination BC actively encourages its tourism partners (e.g. businesses, communities, sectors) to measure and increase their NPS. This summary outlines a research framework that will provide a consistent, credible and

robust measure of NPS for communities. This summary also provides an overview of the details to consider when initiating a project, how to determine the best visitor intercept methodology, which survey administrative tools to use, how to develop a questionnaire, and how to complete the NPS calculation and recommended data analysis.

Destination BC has also developed a more detailed guide, *Measuring NPS in BC Communities* which provides detailed guidelines on the major tasks needed to implement a visitor study and to measure NPS. This guide provides details on project initiation, planning for data collection, phase one data collection (intercept), phase two data collection, data analysis, reporting and project wrap up. The guide can be obtained by contacting Research, Planning and Evaluation at TourismResearch@destinationbc.ca.

RECOMMENDED RESEARCH FRAMEWORK

Using insights gained from past NPS work and tourism research best practice, Destination BC has developed a research framework that outlines a two-phase visitor survey methodology that communities can use to measure NPS. Six recommendations shape the research framework:



1. Conduct a two-phase study to measure NPS. Phase 1 consists of an on-site, intercept survey that collects preliminary information, and recruits participants for Phase 2. Phase 2 collects information post-trip, including the NPS questions via online, mail, or telephone.

2. Consider using project partners to share costs and develop ownership of results.

3. Carefully plan the study and customize the framework to best fit community characteristics. This includes allocating time to develop clear business objectives, a representative sampling plan, and thoroughly train the intercept researchers.

4. Ask questions and perform analysis that ensures maximum insight is gained from the NPS research. Using the framework outlined here, adapt the questions and analysis to fit your community's characteristics. This will support specific management actions to improve visitor experiences in your community.

5. Be sure to define the target population. This will require the intercept researchers to ask screening questions, to ensure they are speaking with members of the target population (e.g. adult tourists), and that the travel party has not already participated in the study. Destination BC recommends using the United Nations World Tourism Organization (UNWTO) definition of tourist (see below). Only adults should be included because they make the majority of travel planning and expenditures decisions. Travel parties should be the unit of analysis; this

means intercept researchers should only speak with one person in each travel party, as individuals within that party share travel planning activities and expenditures. The target population may further be defined by the project objectives. For example, a community may want to target only overnight, day, or leisure visitors.

6. Thoroughly document the study's methodology; this will enable easier replication of the work in subsequent years.

UNWTO DEFINITION OF A TOURIST

A visitor is a traveller taking a trip to a main destination outside his/her usual environment, for less than a year, for any main purpose (business, leisure, or other personal purpose) other than to be employed by a resident entity in the country or place visited. A visitor (domestic, inbound or outbound) is classified as a tourist (or overnight visitor), if his/her trip includes an overnight stay, or as a same-day visitor (or excursionist) otherwise.

media.unwto.org/en/content/understanding-tourism-basic-glossary



PROJECT INITIATION

The NPS is affected by how the study is designed. Every decision made, when planning the project, influences the outcome. The foundation to good research study design is to determine clear objectives that are feasible given the project budget and community characteristics. The project budget and scope are linked, and both must be considered upon project initiation.

The scope of the project includes defining the time period, study area, and target population. The budget often determines the scope of the project. For example, typically, it is too expensive for a community to conduct a year-round visitor survey; therefore, peak-season (e.g. summer or winter) is chosen to conduct the survey. Another option, for limited budgets, is to focus on visitors that are most important to the community (e.g. bring in the most revenue). The scope of the project should include research objectives that are clear, concise statements focused on data collection efforts.

- Once the project objectives are determined, the next step is to identify possible sites (i.e. locations)

to intercept visitors. Site selection is based on project objectives and characteristics of the community. Good intercept sites have a steady flow of visitors who will have time to talk with the researcher. Intercept sites could include:

- Rest areas
- City parks
- Transportation terminals (e.g. ferries, airports)
- Visitor centres
- Town/city centres
- Tourism attractions
- Accommodations
- Campgrounds
- Popular walking trails/trailheads

DETERMINING INTERCEPT METHODOLOGY (Phase 1)

The decision tree diagram, on the next page, has been built to help communities choose which intercept methodology best fits the community's tourism characteristics. These methodologies have been built on knowledge of the characteristics of the tourism industry, and techniques tried and tested for previous tourism research studies.

It should be noted that communities may need to adapt one of these to meet their circumstances.

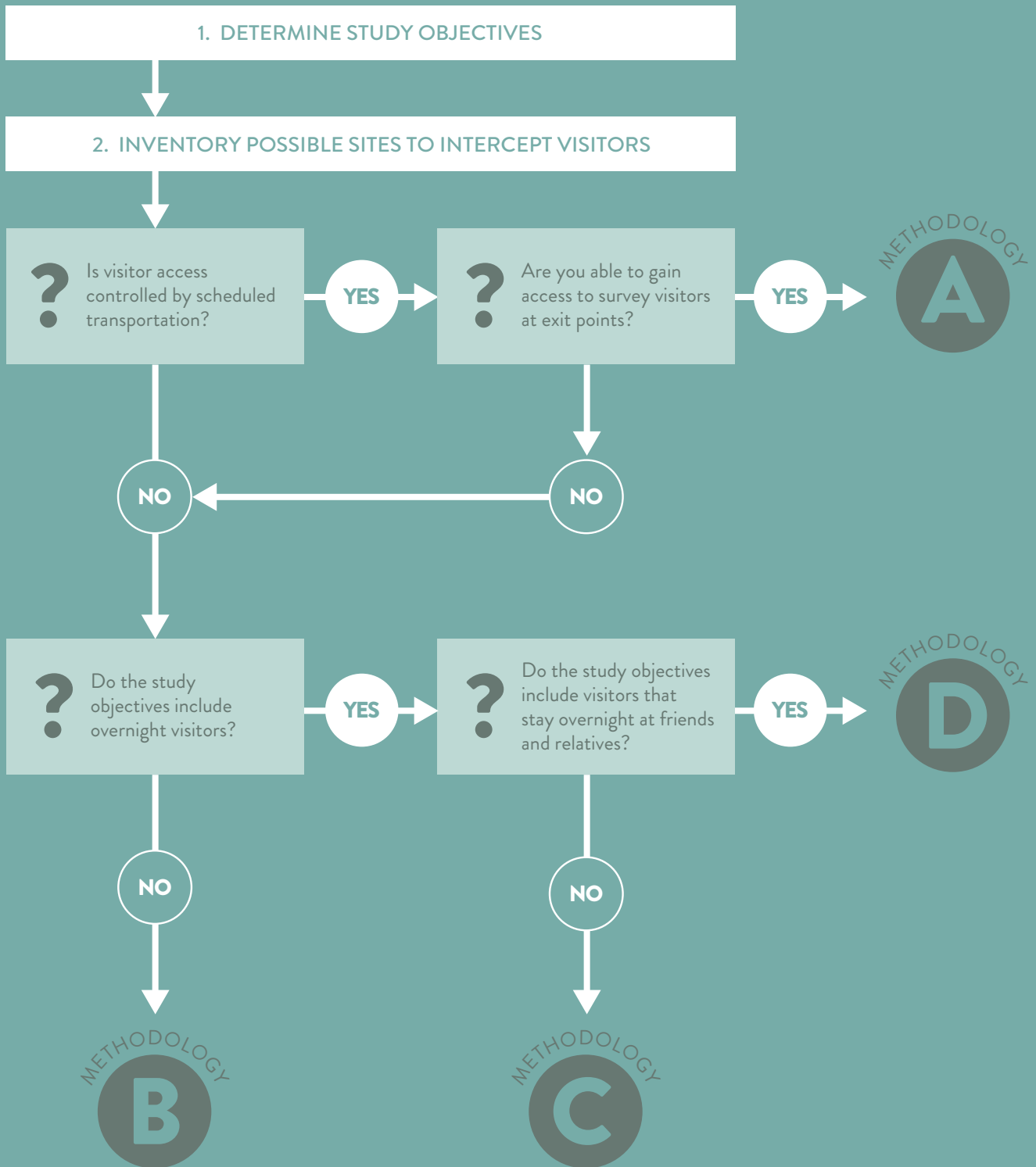
The decision tree asks three key questions about intercept sites and the research objectives. They are:

1. Where do tourists/visitors congregate in your community? Where are the possible sites that you could intercept visitors?
2. Does visitor access to your community/region depend on scheduled transportation (e.g. BC Ferries)? If so, are you able to obtain access to conduct surveys as visitors exit your community?

3. Do day and overnight visitors come to the community? If so, do your research objectives include overnight visitors? If so, are overnight visitors, who stay with friends and relatives, included in your objectives?

Following the decision tree, there is a table with a brief description of each kind of intercept methodology (Methodology A, B, C, and D). The intercept methodology chosen will impact the way the project partners are determined, the sampling plan, the questionnaire contents, and data analysis and reporting.

INTERCEPT METHODOLOGY DECISION TREE



INTERCEPT METHODOLOGY DESCRIPTIONS

METHODOLOGY

A

Exit Point Intercept of All Visitors

GENERAL APPROACH: Intercept visitors at community exit point(s)

WORKS BEST FOR: Communities where the majority of visitors depart by organized transportation systems (e.g. ferries, airplanes)

STUDY POPULATION: All overnight (paid and unpaid) accommodation and day visitors

SURVEY SITE LOCATION(S): All exit point(s) — usually ferry terminal(s) or airport

SAMPLING APPROACH: Stint (due to transportation schedules)

PARTNERS: Exit point site managers

METHODOLOGY

B

Mid-trip Intercept of Day Visitors

GENERAL APPROACH: Intercept visitors at popular tourism sites

WORKS BEST FOR: Communities where the majority of visitors stop at one or several locations and are for the most part, day visitors

STUDY POPULATION: Day visitors

SURVEY SITE LOCATION(S): One or multiple popular visitor sites

SAMPLING APPROACH: Site Rotation

PARTNERS: Visitor site managers

METHODOLOGY

C

Mid-trip Intercept of Paid Overnight Visitors

GENERAL APPROACH: Intercept visitors at paid accommodation sites

WORKS BEST FOR: Communities where the majority of visitors stay overnight in paid accommodation

STUDY POPULATION: Overnight paid accommodation visitors

SURVEY SITE LOCATION(S): Accommodation properties

SAMPLING APPROACH: Site Rotation or Stint

PARTNERS: Accommodation property managers

METHODOLOGY

D

Mid-trip Intercept of All Visitors

GENERAL APPROACH: Intercept visitors at paid accommodation sites and other visitor sites

WORKS BEST FOR: Larger communities where there is a mix of visitor types, including a substantial number that visit but stay overnight at friends or relatives, also communities that have popular visitor sites (e.g. town centre or attractions) and paid accommodations

STUDY POPULATION: All overnight (paid and unpaid accommodation) and day visitors

SURVEY SITE LOCATION(S): Accommodation properties and popular visitor sites

SAMPLING APPROACH: Site Rotation

PARTNERS: Accommodation property and other visitor site managers

INTERCEPT TOOLS FOR PHASE 1

There are several administration tools for both the intercept and follow-up questionnaires. To help evaluate each option, the resources required, strengths and weakness, and estimated costs for each data administration tool are summarized in the table below.

INTERCEPT QUESTIONNAIRE ADMINISTRATIVE TOOLS

	Face-to-Face Interviews		Self-Administered Surveys	
	PAPER	ELECTRONIC	PAPER	ELECTRONIC
DESCRIPTION	Researcher conducts interview with tourists and records responses on paper questionnaires	Researcher conducts interview with tourists and records responses via software on a smart phone or tablet	Paper questionnaire booklets or postcards are put in a location where tourists can find and complete them. Tourists must take initiative to complete.	Tablet is put in a central location and tourists complete survey at the 'kiosk'. Tourists must take initiative to complete.
RESOURCES REQUIRED	<ul style="list-style-type: none"> Trained researchers Data entry and analysis software Human resources to format paper questionnaire, photocopy, and perform data entry Printed paper questionnaires 	<ul style="list-style-type: none"> Trained researchers Tablets (recommended) or smartphones Software to program survey questions Human resources to learn and program software 	<ul style="list-style-type: none"> Central location where paper surveys can be distributed Printed paper questionnaires Software for data entry and analysis Human resources to format paper questionnaire, photocopy, and perform data entry 	<ul style="list-style-type: none"> Central location where tablet can be mounted Tablets Software to program questionnaire Human resources to program questionnaire and download responses
STRENGTHS	<ul style="list-style-type: none"> Trained researcher(s) randomly approach respondent Can recruit respondents for follow-up survey Not reliant on technology Higher acceptance rates and better representation of target population 	<ul style="list-style-type: none"> Trained researcher(s) randomly approach respondent Can recruit respondents for follow-up survey Skip patterns easily programmed into questionnaire No data entry and "real time" results available No interpretation of paper survey responses No paper questionnaires to manage 	<ul style="list-style-type: none"> Less expensive Not reliant on technology 	<ul style="list-style-type: none"> Visitors are not randomly selected; therefore there is higher risk that results are not representative of the study population Will likely result in small sample sizes because of lower survey completion rates
WEAKNESSES	<ul style="list-style-type: none"> Cost of researchers Data entry requires human resources and interpretation of hand-written responses Skip patterns sometimes difficult for researcher to follow Data entry delay to allow for analysis Potential interviewer bias Potential to lose paper questionnaires 	<ul style="list-style-type: none"> Cost of researchers and tablets/smartphone Reliant on technology; have to revert to paper if there are problems Potential interviewer bias Technology issues can disrupt study 	<ul style="list-style-type: none"> Visitors are not randomly selected, therefore there is a higher risk that results are not representative of the study population Will likely result in small sample sizes because of lower survey completion rates Complex skip patterns can be difficult to understand 	<ul style="list-style-type: none"> Visitors are not randomly selected, therefore there is a higher risk that results are not representative of the study population Will likely result in small sample sizes because of lower survey completion rates
COMPARATIVE COST	\$\$	\$\$	\$	\$

Although summarized in the above table, the self-administered options are not recommended as they do not achieve high participation rates and do not guarantee random selection of

survey respondents. Destination BC recommends using face-to-face interviews (with electronic data collection on tablets).

FOLLOW-UP TOOLS (PHASE 2)

There are several administration tools for follow-up questionnaires. To help evaluate each option, the resources required, strengths and weakness and estimated costs for each data administration tool are summarized in the table below.

FOLLOW-UP QUESTIONNAIRE ADMINISTRATIVE TOOLS

Mall				
	DISTRIBUTED ON-SITE	SENT TO RESPONDENT	EMAIL	TELEPHONE
DESCRIPTION	Questionnaire distributed on-site; instructions given to respondent to complete and drop in mail before leaving BC/or when they return home	Questionnaire mailed to respondent's home soon after they have returned home	On-site participation requested, email address collected and email questionnaire sent to visitor when they return home	On-site participation requested, telephone number collected, and visitor called when they return home
RESOURCES REQUIRED	<ul style="list-style-type: none"> Printed paper questionnaires Business reply envelopes Data entry and analysis software Human resources to format paper questionnaire, photocopy and perform data entry 	<ul style="list-style-type: none"> Printed questionnaires Business reply envelopes Data entry and analysis software Human resources to format paper questionnaire, photocopy and perform data entry and manage mail-out 	<ul style="list-style-type: none"> Online survey software, which usually includes analysis applications Human resources to program and manage online survey system 	<ul style="list-style-type: none"> Human resources to make telephone calls (usually research professionals) Data entry or survey software and analysis software
STRENGTHS	<ul style="list-style-type: none"> Cost is only related to business reply envelopes 	<ul style="list-style-type: none"> Requires multiple mail-outs (reminders) 	<ul style="list-style-type: none"> Less expensive No paper waste Can easily program skip patterns with no impact on the respondent Ability to send reminders Data collection occurs relatively fast Progressive technology and a "greener" alternative 	<ul style="list-style-type: none"> Can collect more in-depth information Telephone researcher can better interpret tone/feeling of respondent Data collection occurs relatively fast Easy to make multiple phone calls resulting in higher response rates
WEAKNESSES	<ul style="list-style-type: none"> Little control of when respondent actually returns survey, therefore it may not collect completed trip information Not possible to send reminders to complete questionnaire, which leads to low response rates Complex skip patterns can be difficult for the respondent to follow Could result in wasted paper Long time horizon 	<ul style="list-style-type: none"> Mail outs and business reply envelopes are expensive Could result in wasted paper Skip patterns are sometimes difficult for the respondent to follow Requires accurate interpretation of responses Long time horizon 	<ul style="list-style-type: none"> Reliant on technology; have to revert to paper if there are problems People may be "inundated" with research and marketing emails, leading to leading to low response rates Technology issues can disrupt study 	<ul style="list-style-type: none"> Very expensive Human resources to select market research business to conduct call Potential that respondents don't like to complete telephone questionnaires which leads to lower response rates Potential telephone surveyor bias, some people feel uncomfortable evaluating/ providing feedback to someone on the phone
COMPARATIVE COST	\$\$	\$\$	\$	\$\$\$

Although summarized above, telephone follow-up questionnaires are extremely expensive and likely too costly for most communities.

QUESTIONNAIRE DEVELOPMENT

Below is a short summary of recommendations that will guide questionnaire development, to best measure and understand the NPS. Overall, the intercept interview (i.e. questionnaire) is used to explain the study, gather responses to basic profile questions, and recruit respondents to participate in the follow-up questionnaire.

The follow-up questionnaire asks more in-depth questions, that the visitor can provide stronger responses to when they get home (or post-trip). This includes the NPS and

follow-up questions. The NPS question should use the following wording:

How likely are you to recommend [Community X in British Columbia] as a travel destination to a friend, family member² or colleague?"



With one of the optional, but recommended, follow-up questions,

FOLLOW-UP 1. Why?

FOLLOW-UP 2. Why did you respond this way?

FOLLOW-UP 3. What led to your [insert value] out of 10 rating?

FOLLOW-UP 4. What is the primary reason for the score you just gave?

Given that visitor characteristics influence the NPS scores, questions that identify those characteristics should also be asked. Specifically, questions should include market of origin, repeat vs. first time visitors, primary trip purpose (e.g. business/leisure), community characteristics (i.e. factors) that drove destination selection, length of stay, trip activities, and travel party/household composition.

²The phrase 'family member' has been added to this original NPS question.

ANALYSIS: NPS CALCULATION

The approach to calculate the NPS, as well as options for data analysis that will provide further insight into study results, are described in this section.

One advantage of the NPS is that the calculation is simple. A step-by-step example of how to calculate the NPS is provided below, which corresponds to accompanying table.

STEP 1 Summarize all responses from the NPS question. The easiest way to do this is with frequency analysis.

STEP 2 Remove the “Don’t Know/No Responses” from the analysis, and re-calculate the percentage of each response category (if applicable).

STEP 3 Assign each response category a NPS category. Question response categories between ‘0’ and ‘6’ are ‘Detractors’, question response

categories of ‘7’ and ‘8’ are ‘Passives’ and question response categories of ‘9’ and ‘10’ are ‘Promoters’. In the example on the following page, there were 28% ‘9s’ and 21% ‘10s’.

STEP 4 The proportion of responses in each NPS category is summed.

STEP 5 To calculate the final NPS, subtract the proportion of all detractors (18%) from the proportion of promoters (49%). In the example below, this results in a NPS of 31.

Display your NPS, with the promoter, passive, and detractor scores, in a table or figure similar to the donut pie graph.



TIP

The NPS is the difference between two percentages, and is not itself a percentage. Therefore, it should not be displayed with a percentage sign. Further, when summarizing the difference between two or more NPS scores, the correct terminology is “points” rather than percentage change.

HOW TO CALCULATE THE NPS

How likely are you to recommend (Community X in British Columbia) as a travel destination to a friend, family member or colleague?

0 1 2 3 4 5 6 7 8 9 10

Not at all Likely

Extremely Likely

1

Question
Response
Category

n

%

0	10	2%
1	8	2%
2	6	1%
3	12	2%
4	21	4%
5	11	2%
6	14	3%
7	81	16%
8	75	15%
9	132	27%
10	98	20%
Don't Know/ No Response	26	5%

TOTAL

494

100%

2

Question
Response
Category

n

%

0	10	2%
1	8	2%
2	6	1%
3	12	3%
4	21	4%
5	11	2%
6	14	3%
7	81	17%
8	75	16%
9	132	28%
10	98	21%
Don't Know/ No Response	-	-

TOTAL

468

100%

3

Question
Response
Category

%

NPS
Category

0	2%	Detractors
1	2%	Detractors
2	1%	Detractors
3	3%	Detractors
4	4%	Detractors
5	2%	Detractors
6	3%	Detractors
7	17%	Passives
8	16%	Passives
9	28%	Promoters
10	21%	Promoters
Don't Know/ No Response	-	-

TOTAL

100%

4

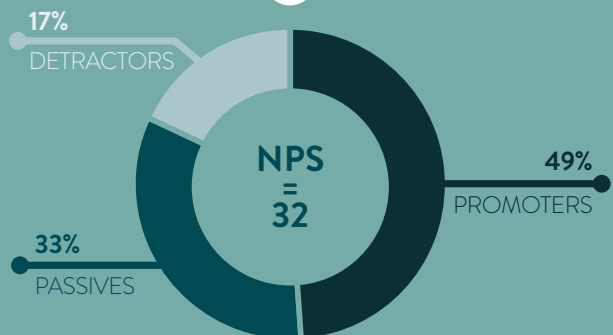
DETRACTORS = 2% + 2% + 1% + 3% + 4% + 2% + 3% = **17%**
 PASSIVES = 17% + 16% = **33%**
 PROMOTERS = 28% + 21% = **49%**

5

NPS = % PROMOTERS - % DETRACTORS
 NPS = 49% + 17% = **32***

*Numbers are rounded

6



(COMMUNITY X) NPS

To use the NPS to inform management actions, further analysis of the study is needed. Further analysis can be conducted in four broad categories:

1. Summarize the proportion of promoters, passives, and detractors
2. Explore characteristics of promoters, passives, and detractors
3. Summarize “why”
4. Summarize over time

EXAMPLES OF VARYING SCENARIOS THAT LEAD TO THE SAME NPS

	Scenario 1	Scenario 2	Scenario 3
PROMOTERS	49%	62%	38%
PASSIVES	33%	7%	55%
DETRACTORS	18%	31%	7%
NPS	31	31	31

1. SUMMARIZE THE PROPORTION OF PROMOTERS, PASSIVES, AND DETRACTORS

First, it is essential to report the proportion of promoters, passives, and detractors along with the final NPS. This is needed because a number of scenarios could lead to the same NPS. The table below highlights three different scenarios that result in the same NPS. Each scenario leads to a different interpretation and possible management actions. For example, scenario one has a moderate amount of passives and detractors. Scenario two has the most promoters, very few passives but a high proportion of detractors. Scenario three has the highest proportion of passives and very few detractors. In scenario two, researchers might focus on identifying and remedying whatever is creating so many detractors. Whereas, in scenario three, one might focus on what is needed to convert some “8”s to “9”s.

2. EXPLORE CHARACTERISTICS OF PROMOTERS, PASSIVES, AND DETRACTORS

Second, for promoters, passives, and detractors, researchers should summarize the characteristics of the study population. The summary should include characteristics that have been demonstrated to impact the NPS, like market of origin, repeat and first time visitor, household composition, community length of stay, primary trip purpose, community characteristics that drive destination selection, and primary activity. The examination might find, for example, that most of the promoters engaged in a particular activity or experience, while the detractors did not.



3. SUMMARIZE THE ‘WHY’

Third, one should summarize the follow-up, open-ended question to help identify why visitors were likely to recommend (or not). Again, in order to gain the most value of the NPS question, researchers should summarize the results by promoters, passives, and detractors. This might identify action items that could help improve NPS scores.

4. SUMMARIZE FINDINGS OVER TIME

Fourth, if possible, one should report the NPS and percentage of promoters, passives, and detractors over time. This might help to correlate changes in promoters, passives, and detractors to changes in the community over time. To allow for year over year comparisons it is important to ensure that similar research methodology was used from year to year.

REPORTING

THERE ARE DIFFERENT OPTIONS AVAILABLE FOR SHARING THE RESULTS, RANGING FROM A PRESENTATION TO WRITTEN REPORT.

There are different options available for sharing the results, ranging from a presentation to written report. The objective of reporting is to ensure the

research will be properly understood, useful, and practical to end-users (i.e. target audience).

Most reports have the following sections:

- Executive summary, with report highlights
- Introduction, including study objectives, acknowledgement of project partners
- Research methodology, with a brief overview of the research process, sampling plan and analytical methods (possibly in an appendix)
- Key findings, presented with written text, tables and graphs
- Conclusions and recommendations
- Appendices (Technical Appendix and Questionnaires)

Given the importance of a consistent research methodology over time, the technical appendix should include enough detail about the methodology so that the study can be repeated, and results can be compared from one year to the next. The technical appendices should include³:

- Study timing and survey dates
- Description of data capture methods
- Description and definition of the study population
- The sampling plan
- The data collection procedures
- Response rate calculations
- Bias testing procedures
- Details about data weighting (if conducted)
- Data cleaning and coding procedures
- Data analysis methods and procedures

Researchers should keep in mind that NPS is a registered trademark, and requires proper documentation and acknowledgements when used. When referring to NPS (on a website, in a brochure, in an article, questionnaire, or report) researchers should:

- Capitalize all words in the name, and ensure that they used accurately. For instance, one should not use NPS Score, as that is essentially saying “Net Promoter Score Score”

- Include a “Registered” symbol (®) after the first use of the registered marks (Net Promoter, NPS, any of the individual emoticons or the combined emoticon logo)
- Include a “Service Mark” symbol (SM) after the first use of the service marks (Net Promoter System, Net Promoter Score)
- Note that the ® and SM symbols only need to appear after the first use of the marks; and
- Include the attribution language below in a footnote at the bottom of any page that contains a first use of a registered mark. This footnote cannot be smaller than 8pt font.

Net Promoter, NPS, and the NPS-related emoticons are registered service marks, and Net Promoter Score and Net Promoter System are service marks, of Bain & Company, Inc., Satmetrix Systems, Inc. and Fred Reichheld.

For more information about proper documentation please review the Net Promoter System website.

www.netpromotersystem.com/resources/trademarks-and-licensing.aspx

³This section is adapted from: Research Resolutions and Consulting (2007). Guidelines: Survey Procedures for Assessment of On-Site Spending at Gated Events and Festivals.

FOR MORE INFORMATION
OR TO OBTAIN THE
COMPLETE GUIDE
“MEASURING NPS IN BC
COMMUNITIES”:

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Destinationbc.ca/Research.aspx

For corporate updates, invites and industry news, , sign up for our newsletter, Destinations: Destinationbc.ca/Subscribe.aspx

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